

TITLE:	<b>Transformational Strategy Overview</b>
TO/ON:	<b>Executive - 12th June 2006</b>
BY:	<b>Executive Director</b>
PORTFOLIO:	<b>Executive</b>
STATUS:	<b>Report for action</b>

## 1. STRATEGIC FACTOR CHECKLIST

The Council's Corporate Management Team has confirmed that the Strategic Factor Checklist has been applied to the development of this report, and there are no key issues, over and above those set out in the body of the report, that need to be brought to Members' attention.

## 2. SUBJECT MATTER AND PURPOSE

People are important; they are the most valuable resource that we possess. They are crucial to delivering improvements in our services in order to maintain and develop quality services. In bringing people management to the forefront of strategic thinking, the Council will need to make the most of the people it employs and we must have a plan which brings together how we will achieve a well skilled, well motivated, high performing workforce delivering excellent services. Such a plan must be linked to service and corporate plans.

By focusing upon key priorities, the Council's Transformational Plan, will seek to develop the skills of our employees and plan our future workforce requirements.

The three key themes that this plan will focus on are:

- To plan for our future workforce requirements in a systematic and proactive way to assist in meeting the Council's key challenges.
- To develop the skills of our employees at all levels to develop a high performance culture and provide better services for the people of Derwentside.
- To seek to engage with others in working towards the national and local vision of efficiencies through partnership working.

The plan is based upon what is known or anticipated and as such must be seen as a dynamic document that sets a baseline of current and future aspirations for continuous improvement.

The plan will be refined each year to become better integrated with the Service Planning process and the Council's Medium Term Financial Plan. The first review will be undertaken in November 2006 following the transfer of services to Derwentside Homes.

Development of the plan has been the subject of consultation with senior managers, the trade unions and Members and that will continue as the plan develops to ensure that changes and service development are wholly inclusive.

Performance against the plan will be monitored at the Corporate Management Team and via the Scrutiny Programme.

**3. RECOMMENDATION**

Executive are asked to note the content of this report and to agree to the proposals as set out in the attached Plan.

Mike Clark  
Executive Director

# DERWENTSIDE DISTRICT COUNCIL

## TRANSFORMATIONAL PLAN

### 1. Introduction

The Council exists in a dynamic environment where change is constantly occurring. Change may be as a consequence of C.P.A., Best Value reviews or in the longer-term a re-alignment of Council services either internally or externally. The move towards a performance management culture and the ongoing reviews that are taking place will mean that a key focus will have to be ensuring effective and flexible service delivery that provides value for money. The Council has embarked upon a programme of modernisation and performance management including outsourcing services such as Housing and Capital Works and examining the potential for an expanded Leisure Trust. Customer expectations, more flexible working and the need to embrace the principles of e-government, as well as the use of technology, will all have an influence upon the strategic contribution that Human Resources will have to make towards the continued success of the Council.

It is important that any changes that do occur are managed effectively with mechanisms in place to ensure employees are supported and provided with the skills to plan, develop and implement change in a way that engages with stakeholders and achieves the right outcomes for the Council within realistic and achievable timescales. Such changes will have a significant impact upon the structure and service provision of any residual body.

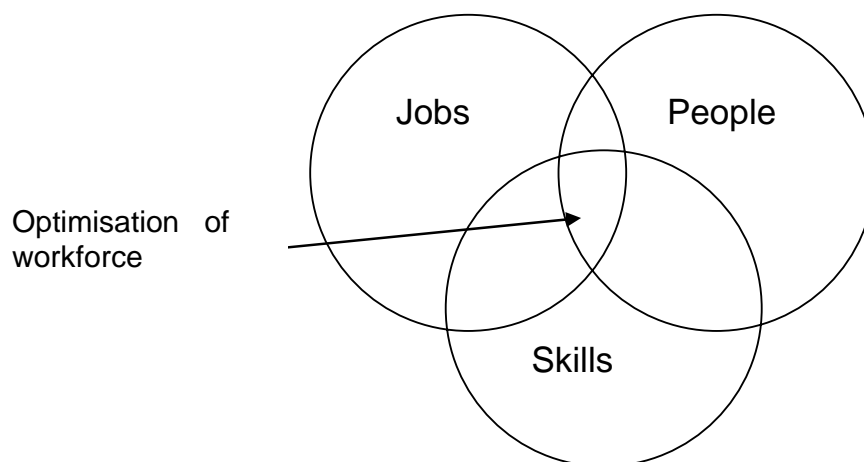
Derwentside has developed a comprehensive Corporate Plan and one of the most important resources that it has is its employees. Therefore effective human resources management, including employee recruitment, retention and development will be critical to both its long and short-term aspirations. Building capacity across the workforce is essential for the Council to achieve all of the priorities required to deliver improved services to the community we serve.

The report provides a position statement with regard to the current workforce, an analysis of current workforce issues and a series of suggestions for further action.

### 2. Workforce Planning Overview

Workforce planning and workforce development can be described in a simple holistic model (see figure 1 below). Figure 1 shows the relationship between the “jobs” that are required to be done (i.e. what services are required, what improvements are needed), what “people” do we have to do these “jobs” (existing employees, shared services, partner organisations, potential employees) and therefore what “skills” (skills, knowledge and behaviours) do these people need in order to deliver these improved services i.e. the “jobs” that need to be done. Workforce planning aims to identify the gaps whilst workforce development aims to fill the gaps through planned activities.

Figure 1 – Holistic Approach to Workforce Development



Workforce planning therefore involves:

- Analysing the present workforce in relation to numbers, skills and competencies.
- Identifying the future skills and competencies needed to deliver new and improved services.
- Comparing the present workforce and the desired future workforce to highlight shortages, surpluses and any competency gaps.

Workforce planning should cover the authority's direct workforce but also consider the implications of joint service delivery with external partners and agencies.

There is increased pressure on public sector organisations to demonstrate they are well managed and deliver high quality services. The introduction of CPA has increased the need for local authorities to improve and maintain standards across all functions and services.

This plan will continue to develop as circumstances demand and will be underpinned by a number of policies and plans including:

Corporate Plan, IEG strategy, CPA Improvement Plans, Performance Plans  
The HR Strategy, Service Plans and Corporate Equality Policy

### 3. National Context

The National Pay & Workforce Strategy sets out a comprehensive approach to help ensure that Local Government has the right numbers of people in the right places with the right skills to deliver improved services, better productivity and greater customer focus in front-line services. It follows the requirements set out by the Cabinet Office for all Government departments and is therefore part of a national strategic initiative for the public sector workforce.

Within the strategy it identifies a number of key drivers that have and will continue to be included within development plans within the Council:

- a) **Developing Leadership Capacity** – among both officers and Members, including attracting effective leaders into Local Government from outside the sector.
- b) **Developing the skills and capacity of the workforce** – across the corporate centre of authorities, specific services, management and the front-line workforce.
- c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working and the delivery of customer-focused services.
- d) **Resourcing Local Government** – ensuring that authorities recruit, train and retain the staff they need and address diversity and equality issues.
- e) **Pay and Rewards** – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery.

Also being developed is a Regional Pay and Workforce Strategy that it is anticipated will assist in providing linkages between the local and national position.

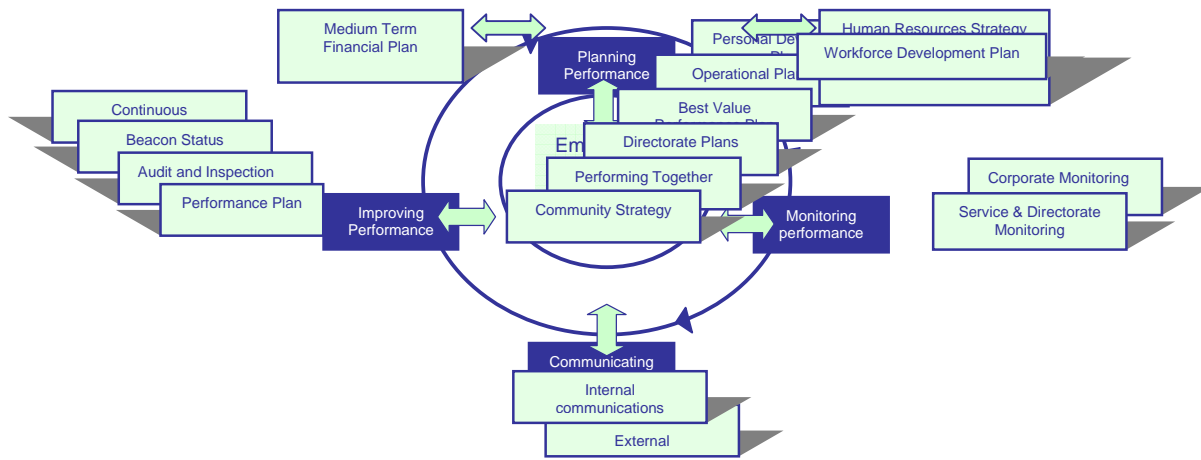
**Gershon** – In addition to this the drive for efficiency under Gershon, which is being driven by Central Government, will require this Council to consider how to make year on year efficiency savings and provide more effective service delivery.

The changing nature of the labour market has resulted in wide-ranging recruitment and retention challenges for Local Government. Derwentside like other councils have experienced difficulties for some key workers. There is also a movement towards wider ranging employment legislation in relation to diversity and increased employment rights making workplaces more family friendly.

#### 4. Local Context

This Council employs 826 people at a cost of in excess of £17 million. This is over 88% of the net spend of the Council. Management Team recognised the need for the Council to introduce a Workforce Plan to enable them to better understand this essential resource as they embark on the challenges ahead.

The identification of Council priorities and the development and delivery of service plans is now embedded as a process and work has been undertaken to link performance through the P.D.P. process to outcomes required by the Council. Medium Term Financial Plans are in place with staffing issues being considered both against financial and operational risk and requirements by Management Team through a moratorium procedure. Significant progress has been made in the last two years to develop the Council's performance management system and the Workforce Development Plan needs to be properly integrated into that system as shown in the following diagram below:



The Council has developed a Corporate Plan that sets out its aims and vision. It has also agreed a Human Resources Strategy to assist in achieving these aims. Each priority area has inherent human resource implications for the Council and as such it needs to identify and develop plans to address workforce capacity issues. This Workforce Development Plan aims to provide a clear framework detailing how this will be achieved over the next two years.

The three key themes that this plan will focus on are:

- To plan for our future workforce requirements in a proactive rather than reactive way will support managers in meeting the Council’s key challenges.
- To develop the skills of our people at all levels is vital if we are to develop a high performance culture and provide better services for the local community.
- To seek to work with partners – This is critical to the national and local vision for Local Government in developing effective and efficient partnership working.

## 5. Current Workforce Profile

The first part of this process is to understand the current workforce. To do this an analysis of the profile of the workforce was undertaken. To understand the skill and capacity needs of the Council it is vital that we understand the workforce profile of the organisation. The ability to gather the correct, accurate information is therefore a foundation stone for effective workforce planning. The current information systems have provided a profile, which we can use to focus in on further analysis at a directorate level. This “snapshot” of the organisation provides us with the opportunity to consider our existing people strategies based on the findings.

The Council has a corporate aim of making Derwentside an “economically successful place”. These plans include the need to develop and retain quality employment opportunities. The Council as a major employer in the area therefore has a role as an employer to support this corporate aim.

The Council has seen a decline in total staffing levels over the last 10 years with a decrease of over 35% of directly employed people working for the authority. However, the Council still remains one of the largest employers in the district. Over 78% of all

employees live within the district – this therefore equates to 3% of the working population in the area.

Of the total workforce 52% are male, 38% are aged over 50 years and 5.6% of the workforce are under 25 years old. In 2005/06 there were a total of 40 leavers and 49 new starters. Reasons for leaving were primarily career progression and a better paid job.

Whilst generally the Council has a low turnover rate of 5.1%, there are certain areas where recruitment and retention either has or could become a problem either due to external competition or a reduced supply market through, for example, fewer people pursuing a career within a certain field of work.

Areas where there are or could be difficulty in recruiting include:

- Environmental Health Officers
- Surveyors
- Planners
- Civil Engineers (including lower skilled roles within the profession)
- Building Control Officers
- Craft Employees
- “New” specific job roles linked to Government initiatives

The Council has an aging workforce and within the workforce profile the areas that have a high proportion of over 55's compared to the total establishment in that occupational area relate to:

*Bricklayers, Electricians, Gas Fitters, Street Cleaning, Drivers, Control Centre Operators, Mobile Wardens and Cleaners.*

Over the next five years there will be 40 people reaching 65 and although this is not a major turnover, concerns do exist that important knowledge and skills will be lost. This poses a major challenge to the Council to ensure future service delivery is effective and at a high standard.

What must be recognised however is that with the recent ballot some of these areas will no longer come under the responsibility of the residual body including, gas fitters, electricians and bricklayers. This will be an issue for the new body Derwentside Homes.

## **6. Future Needs**

The second part of this Workforce Development Plan is to identify and plan the future workforce requirements in a proactive rather than reactive way, which supports managers in meeting the Council's key challenges.

Work has been undertaken as part of the planning process with regard to possible changes in the nature and level of service provision within the Council. Obviously key documents used for this process have been service plans and the Corporate Plan itself. In addition, a number of project plans have had an influence upon the anticipated shape of the Council:

- Transfer of Housing and Capital Works to a RSL
- Leisure becoming a NPO
- Careline re-alignment to a Countywide provision

- Partnership of I.C.T. services via DurhamNet
- Printing

Key implications of these potential changes will continue to be developed and reviewed on an ongoing basis throughout the transitional period and beyond. Other areas that will need to be considered as a result of the base-line data produced is succession planning due to an aging workforce and the recruitment and retention of staff.

At the current time workforce profiles are being produced in relation to potential TUPE transfer to the new bodies and those that will remain with the residual body.

## **7. Leadership Capacity**

Developing leadership skills within the Council is essential if we are to take forward the improvement and change agendas that currently exist within the Council. Whilst this is a priority for all areas of the Council the key cornerstones of success must rest with the Corporate Management Team and Elected Members.

Directors have undertaken team development through away days and workshops and via a programme of 360 degree feedback entitled, 'Transformational Leadership'. This has now been extended to the next level of managers and to Executive Members.

The Council, including our Elected Members have achieved IIP status. Personal Development Plans have been produced for all members and individual learning accounts provided for self directed learning. An Elected Member Training Group has been established which is chaired by the Deputy Leader and an annual programme of development is produced by that group. An annual budget of £413 per Member has been allocated and a Member Development Strategy has been developed and a commitment to the Member Development Charter has been given. With regard to specific leadership development the Council was instrumental in developing a pilot regional leadership workshop for Elected Members and five senior Members have been trained.

## **8. Workforce Skills and Capacity**

The Council currently produces an annual Workforce Development Plan which seeks to show Derwentside District Council is committed to the development of its employees, and values the contribution they make to providing quality services within a framework that embraces the principles of continuous improvement and best value. In order to achieve this, the Council will encourage employees to improve their own and others performance, and will ensure equality of opportunity in employee development.

This plan has been produced to take into account the requirements of the Training Policy, corporate strategies and service plans. The content and direction of this plan has at its core the corporate aims of the Council and the aims set out within the Human Resources Strategy with particular focus upon:

'Assisting the Council in its ongoing change management ensuring that appropriate development opportunities are available to have the right people with the right skills so as to maximise performance ensuring that service capacity and quality standards are maintained.'



The Council operates with a relatively healthy budget of over £220 per employee per annum (regional average is £171 in 2002, and £151 for District Councils in the North East).

Training needs for the Council are currently under review for the forthcoming year for both employees and Members. Areas that could be included within the final plan may include:

Performance Management, Customer Care, First Line Supervisor, Basic Skills in Front-Line Workforce, Change Management, Project Management, Senior Management Development, Performance Management, Procurement and Contract Management, Financial Skills for Non-Financial Managers and Basic Skills.

Work will need to be undertaken in conjunction with regional capacity building initiatives to develop competence profiles and compare it against at least the current qualifications base of the workforce and how this related to the job role as part of the “Job Profile” process. This needs further consideration and coordination across the authority.

The Council currently has IIP and is now working towards continued accreditation within the current year.

## **9. Organisational Development**

This has been defined as the practice of planned intervention to bring about significant improvements in organisational effectiveness. This can include reviewing existing practices and ways of working and developing more flexible and multi skilled employees that are able to work in an environment that is constantly changing. Currently through the permission to fill process Directors are required to consider whether the activity is needed and if the job required can be re-designed to meet market supply. In addition to this several areas have engaged in workforce remodelling to deal with known or potential shortages. This has resulted in a re-focus of tasks with, for example, some activities being delegated downwards, with a greater emphasis on the more specialist/professional activities being undertaken by the ‘professional officer’. An example of this has been in Building Control. In Building Service some areas of service provision have embraced multi-skilling as a way of providing more flexible and efficient service provision.

## **10. Recruitment and Retention**

The Audit Commission’s report, “Recruitment and Retention – A Public Service Workforce for the 21st Century” (2002) found that the biggest reason why people join the public sector is to “... make a difference”. They also found that most people chose to leave their public sector jobs not because of compelling alternatives elsewhere, but because of what they describe as the “push” factors. A lack of perceived career progression, and linked to that pay issues, followed by the underlying culture and behaviour within Councils were some of the key push factors. Exit interviews within the Council indicate that most staff have enjoyed working with the Council but have left for career progression and/or more money. Details of posts and turnover are attached as Appendix 2.

There is no specific retention policy or strategy in place although certain practices and procedures are in place to assist the Council to be regarded as an employer of choice.

Work-life Balance  
Annualised Hours

Home Working  
Compressed Working Week

Parental/Paternity Leave  
Dignity At Work  
Part-Time and Job Share  
Lease Scheme  
Career Grades

Job Share  
Flexitime Scheme  
Stress Policy  
Trainee Positions  
Home Computing Initiative

Some recruitment processes have been used although there is no consistent approach to this, it is mainly down to individual managers.

Use of “acting up” arrangements  
Use of agency staff  
Work placements  
Schools work experience placements

Use of secondments  
Use of temporary staff  
Graduate work placements  
New Deal

Candidate information and recruitment packs have been upgraded to provide a more professional image and close collaboration takes place with Pearson’s, our recruitment agents, to try and focus on key marketing areas for jobs. In addition all vacancies and information is available on line in an attempt to broaden and bring up to date our recruitment practices. In some areas open days have been held to publicise employment in specific areas for example I.C.T. Where there have been difficulties in recruiting, person specifications and/or job roles have been modified to seek to attract a wider audience.

With regard to young people the Council, along with others in the area, has developed a young people into Local Government web site. Currently there are limited career opportunities for young people within the Council and this is an area that needs to be explored to try and develop talent for business continuity. At the current time close liaison is being undertaken with the L.E.A. to develop existing work experience arrangements to enhance the profile of the Council as a good employer and a supporter of learning within the area.

Within current recruitment protocols efforts are made to try and secure continued employment with the offer of a lease car for senior positions, professional and skills training being provided.

In addition to this, and to their credit many managers within the Council do seek to offer development opportunities for their staff, to ensure they are skilled for the job and feel valued by the Council.

With regard to the Council’s achievement of its B.V.P.I. targets in relation to employment:

Equality – The current ratio of B.M.E. employees to the local population 0.06 stands at 0.38 within the Council. Efforts have been made to develop a better image of the Council and vacancies are circulated to local diversity groups to try and encourage applicants from those communities. Current recruitment materials were checked by the Durham and Darlington R.E.C. to ensure that there was nothing discriminatory within them. Consultation upon how best to improve these figures is ongoing with the Durham and Darlington R.E.C. representative.

Women in Senior Management – Because of the relatively low turnover in this area it has been difficult to meet the performance target, however with the introduction of family friendly policies and continued development of women at middle management level, it is hoped to achieve long term benefits. Within the Principal Officer grades approximately 20% of employees are women.

Within the HR Service Plan there are several issues that are being considered and these are also attached to this plan as areas of action. In addition to this the following areas are options that will be explored to try and improve recruitment and retention within the Council:

**External Provision/Partnership** – Strategic partnerships, outsourcing and collaborative arrangements between authorities are key drivers that have been highlighted under the efficiency agenda. As part of the drive for effective and efficiency service provision these are options that are being considered. Whilst agency costs can be higher than salaried employees, savings can accrue from recruitment costs, sickness, holidays and pension contributions. Especially in operational or support areas where a task is time-limited this may be a worthwhile option, or may reduce due to the creation of a RSL or Leisure going to trust, or I.C.T. becoming part of DurhamNet. Obviously this will have to be done with sensitivity and in liaison with employees and trade unions.

The Council's role as a commissioner of service will continue to grow and this will require business process redesign that will need to look at how, when and where service delivery is maintained and delivered.

**Market Testing** – This has been raised on a number of occasions as a justification to try and regrade existing employees. Obviously care needs to be taken if considering additional payment as this can be divisive in creating an upward spiral across specific occupational areas. This can cause difficulties in relation to potential equal pay claims and morale of other staff. There is also a danger that comparators may not be exactly the same position with exact duties and responsibilities although the job titles may be similar. When and if a supplement is paid, care has to be taken and consideration of the position of existing employees within the same field must be considered. If a market supplement was to be paid it should be time specific with a regular review of the market to ensure that it was still appropriate. The process agreeing market supplements will need to be considered in consultation with trade unions.

**Succession Planning/Skills Acceleration** - Where there are perceived or anticipated skills gaps within the Council an option would be to train existing employees with the skills to be able to act up into positions, especially within the short term whilst a post is advertised. Obviously someone doing this would be in a strong position and this may act as a retention initiative. An example of this has been the Mentoring Programme. Discussions are currently underway at a national level to ascertain if there are any examples of good practice in this area of retention and development.

**Trainee/Apprentice Provision** - In a number of areas trainee positions, whether they are temporary or permanent are being developed, examples being in Planning, Environmental Health, Information Technology, Audit and Accountancy. This is an issue that should be given consideration for implementation in other parts of the Council.

**Secondments** - This could be from other organisations or between operational areas in the Council where there are potential shortages. This is operated within some divisions but is more opportunistic rather than planned. This would especially be advantageous where staff may be at risk and could be seconded to provide them with additional skills or provide them with experience that could expand future capacity within the Council.

**Graduate Recruitment** - Links could be made with local universities to seek to provide paid placements for students in areas where recruitment difficulties were being experienced. Another option could be providing a bursary for perhaps final year students

with a commitment by them to undertake a post-qualifying post if available for a finite period of say 2/3 years.

**Relocation Expenses** - One area that could be reviewed to try and attract applicants from outside the area is the current relocation package. Although it appears to be competitive, this could be an area that could easily be explored.

**Image of the Council** - Whilst there is no evidence to suggest that the Council does not have a good image more work, in conjunction with the Communications Officer, could be produced to develop higher quality and dynamic 'promotional material' to try and attract more applicants to the area. The Council has also piloted a very successful programme with local schools to promote job opportunities and improve knowledge of young people regarding the activities of the Council.

**Agency** - Consideration could be given to the use of agencies to act as a first filter for local jobs. This could save on advertising costs but would restrict employment opportunities to only those people registered with the agency. This is currently done for some temporary positions that require urgent filling on a short-term basis and cover for 'short-term' work.

**Diversity** - Local Government is at the heart of the community, and as a democratically accountable body it should strive to reflect difference in the profile of the people it employs. It is therefore important to continue to explore ways of encouraging people from diverse backgrounds to apply for positions within the Council and improve current poor BVPI indicators.

## 11 Pay and Reward

The most important part of any pay structure is to ensure that jobs are being valued correctly within the Council. This authority is well on the way to completing its job evaluation process and will soon be embarking on the second phase to match the evaluations to a value through the Pay Modelling Programme. Over the last 12 to 18 months a lot of work has been undertaken in relation to harmonisation of conditions and the removal of bonus with performance being linked to service and operational objectives rather than pay.

The Council has developed a number of packages including work life balance, flexible working, child care vouchers and health education activities all aimed at providing a better working environment for its employees. This part of the Workforce Plan is closely linked to issues surrounding recruitment and retention, which are contained within this document. In addition to this, work will need to be undertaken in relation to market testing and local pay levels for hard to recruit occupations.

## 12 Partnership Working

The Council recognises that partnership working at a strategic level and at an operational level is critical to achieving its vision for the community of Derwentside. The Workforce Plan recognises that achievement of our objectives will only be possible with continuing development of partnership working with many public and private sector organisations.

The ODPM has indicated in the Pay and Workforce Strategy for Local Government how it sees partnership working as a key issue for local authorities. Partnership working: Some

authorities are seeking to address recruitment difficulties through forming strategic service delivery partnerships with other local authorities. Some share key staff, such as Traffic Engineers and Planners, while others share common services like Internal Audit and are looking at similar approaches for Building Control, Environmental Health and Trading Standards.

Partnership working with neighbouring authorities is also being pursued. For example, we have recently achieved agreement with the other Durham authorities to work together on I.C.T. and E-Government development. The recent concordat between Districts in Durham to look at efficiencies and partnership working will form a cornerstone of future working. In HR terms a joint position is in place with Wear Valley District Council for the completion of job evaluation.

### **13 Conclusion**

Development of the plan will continue to ensure that changes and service development are wholly inclusive. Performance against the plan will be monitored at the Executive Management Team and via the Scrutiny Programme.

Mike Clark  
Executive Director

Review date: November 2006

Green- Activity Completed   Amber – Work has commenced   Red – No action yet undertaken

Developing Leadership Capacity	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance measure
<b>Continue to develop and enhance Elected Member Development Programme:</b>	Pilot TLQ Leadership Programme with Senior Members (G)	03/06	Links to all corporate aims of the Council	M Malone	Members time plus funding from corporate member development budget and regional capacity fund.	2 members complete programme and receive feedback
	Expand pilot project to all Executive Members (A)	06/06		M Malone		All Executive Members completed Programme
	Develop Leadership Competencies via capacity building joint project (A)	04/07		I Jones		Leadership competency profiles relating to Strategic Leadership, Communication and Emotional Intelligence in place
		12/07		I Jones		Full competency profiles developed for all Members
	Pilot community leadership programme (A)	04/07		I Jones		3 Members attend pilot Community Leadership Programme
	Develop change management programme for members (R)	06/06		M Malone		Programme developed and first event held
	Develop scrutiny role training in partnership Districts (G)	06/06		I Jones		Scrutiny chair network established and 6 development activities undertaken

Developing Leadership Capacity	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance measure
	Chairing skills for members via NEREO (G)	12/05	Links to all corporate aims of the Council	I Jones	Members time plus funding from corporate member development budget	Those requesting training are able to attend regional event
	Leadership (R ) Academy - Placement offered each year	06/06		M Malone		1 Member attends the Leadership Academy
	Mentoring programme via IdeA (R )	11/06		I Jones		Pilot mentoring offered to Members with 2 Members participating in the programme
	Strategic Risk training provision for Members (G)	04/07		M Jackson		Strategic Programme devised and provided within the timeframe identified
	Evaluate Political leadership impact (R )	06/06		M Malone		Consider results of staff survey
		11/07		M Malone		Improvement of employee perception

Developing Leadership Capacity	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance measure
	Participate in Inter District Leadership Programme (A)	09/06	Links to all corporate aims of the Council	I Jones	Managers time plus funding from corporate development budget and regional capacity fund.	3 managers enrolled upon pilot programme
	Joint Executive Development (R )	07/06		M Clark/ M Malone		Joint development event for Executive and Management Team
	Explore Mentoring Programme (R )	09/06		I Jones		Report submitted to Management Team on potential development
	Evaluate executive management leadership (A)	02/06		M Clark		Results of staff survey
		11/07		M Clark		Improvement in employee perception
	Develop 2 <sup>nd</sup> tier TLQ programme (G)	06/06		M Clark		Pilot programme agreed and timetable
		10/06		M Clark		Review programme
	Develop Strategic Risk Training Programme (G)	04/06		M Jackson		Strategic Risk Training Programme implemented for senior management within the Council



Developing Leadership Capacity	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance measure
<b>Developing future leadership capacity within the Council</b>	Consider developing skills pathway for potential leaders/ Managers (R )	05/07	Links to all corporate aims of the Council	I Jones	Development time for HR and potential funding from service budgets for implementation	Report submitted to Management Team on the potential use of skills pathway methodology as part of succession planning
	Provide Leadership Programme for potential managers (A)	04/06		I Jones	Budget provision via Corporate Development Plan £8,000	12 place programme offered per year
	Provide operational manager development Workshops (G)	04/06		I Jones	Budget provision via Corporate Development Plan £2,000	Learning/best practice programme of 6 sessions per year
<b>Recruit external expertise</b>	Review current recruitment procedures (A)	07/06		I Jones	Development time for HR and publicity costs to directorates	Revised procedures produced by 07/06
		04/07		L Allison		Achieve targets on BVP's ( ) regarding employee profiles –
	Explore potential for secondments (R )	10/06		I Jones		Feasibility study completed agencies

Workforce Development	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance Measure
Maintain a skilled and knowledgeable workforce that is able to meet service needs	Development of Corporate Training Plan (A)	06/06	Links to all corporate aims of the Council	I Jones	Employee time plus corporate development budget and regional capacity fund.	Annual Training Plan produced
	Review of current PDP Process (A)	09/06		W Nichol		Report to Management Team on feedback
	Achieve re accreditation for IIP (R )	03/07		I Jones W Nichol	Employee time and assessment costs for review	IIP Accreditation
	Link training provision to regional capacity funding bids (G)	05/06		I Jones	Investment of time and partial funding estimated at £3,000	Demonstrated links to bids submitted
	Develop Competency based job profiles (R )	04/07		I Jones	Employee time	Competency profiles introduced for employees
	Agree and implement union learning agreement (G)	02/06		M Clark	Employee and union learning rep time	Agreed by Council
	Undertake review of pilot training needs analysis within Revenue and Benefits (A)	07/06		S Davis	Employee time	Review completed to timescale

Workforce Development (cont)	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance Measure
	Analyse pilot project and suitability for expansion to the whole of the authority (R)	04/07	Links to all corporate aims of the Council	I Jones S Davis	Employee time and investment from Corporate Development Plan if extended to the rest of the Council	Feasibility study undertaken
	Work with trade unions to develop a sustainable Union Learning Scheme (A)	04/07		I Jones M Waters	£20,000 potential contribution towards project	5% increase in employees undertake development
	Expand basic skills numeracy /literacy provision (G)	04/07		P Kelly	Employee time and £500 from Corporate Development Fund	Additional 20 employees complete programme

Organisational Development	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance Measure
Develop Organisation that is flexible enough to react to changing needs which ensures that customers obtain the best service possible	Develop protocols for management of changes within the Council (A)	08/06	Links to all corporate aims of the Council	L Allison	Employee time	Change protocols agreed and applied
	Review employee requirements as a result of leisure trust formulation (A)	03/06		I Jones CMT	Employee time potential staffing costs	TUPE lists produced and shared
	Review employee requirements in relation to LSVT (A)	02/06		A Smith CMT	Employee time potential staffing costs	TUPE list produced and shared
	Design new structure that meets needs of the residual body (R )	05/06		M Clark CMT	Employee time potential staffing costs	New structure drafted for consideration by members
	Review work life balance procedures (R )	09/06		A Cranney	Employee time	Report produced for Management Team
	Develop plan for multi-skilling of staff in areas of skill shortage (A)	09/06		F Wheatley S Melvin	Employee time potential staffing costs	Strategy produced and built into corporate development plan

Organisational Development	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance measure
	Link with union and learning reps and skills audit (A)	05/06	Links to all corporate aims of the Council	I Jones	Employee time	Data produced fed into Annual Training Plan
	Develop a culture where health and well-being are core (A)	06/06		M Smith	Employee time potential training costs from corporate development plan	Annual Health Education Programme produced  Reduction in sickness absence to BVPI levels
	Explore the creation of generic posts within the Council (R )	09/06		I Jones	Employee time potential changes to current staffing structures	Generic posts established
	Introduce programme of change management within the Council (A)	04/06		I Jones	Employee time potential changes to current staffing structures	Change programme commenced and commitment given from senior management
	Performance management protocols (G)	04.06		T Gorman	Employee time	Protocols produced and published
	Explore possibility of introducing quality management within the Council (G)	05/06		T Gorman	Employee time and investment from best value budget	Workshop for Executive Management Team to consider feasibility

Organisational Development	Action	Dates	Corporate Aims	Lead Officer	Resources Required	Performance measure
	Develop and implement a Consultation policy (G)	04/06	Links to all corporate aims of the Council	G Elliott	Employee time	Policy implemented
		04/07		I Jones	Employee time and cost of survey	Staff survey – improvement in positive response rate
	Review constitution and function of the staff forum (G)	03/06		A Harrington	Employee time	Revised constitution and membership implemented
	Develop a system that provides service managers with high quality access to information that enables them to develop and implement service plans (A)	02/07		L Allison	Revised HR system with remote access £10,000 and employee time for implementation	Remote access to information system for identified managers
	Implement a Development Programme that improves employees attitude to team and cross discipline working (A)	09/06		I Jones	Costing from development plan £5,000	Built into Development Plan
		04/07		I Jones		Staff survey feedback – improvement in positive response (11/07)

Effective Recruitment / Retention	Action	Dates	Corporate Aims	Lead Officer	Resources Required	Performance measure
Develop activities to make the Council an employer of choice addressing hard to fill posts.	Market Supplement - examine potential for adopting this method (R )	10/06	Links to all corporate aims of the Council	I Jones	Employee time for research – potential costs for implementing recommendations	Report produced for Management Team
	Link with IDeA in considering an Accelerated Development Programme (R)	04/07		I Jones	Investment in developing and implementing programme	Proposals formulated and considered by Management Team
	Explore possibility of Apprentice Provision in Building (G)	06/06		S Melvin	Potential cost for training and mentoring. Employee time	Report produced for Management Team
	Devise Secondment Protocols (R )	07/06		I Jones	Employee time to research and develop protocols	Protocols developed and agreed
	Explore graduate placements with local universities (A)	09/06		I Jones	Employee time to research and develop scheme	Initial research undertaken
		09/08		I Jones	Employee time to research and develop scheme	Graduate Placement programme developed
	Review current relocation expenses (A)	07/06		G Bell	Employee time to research and potential costs for improvement	Comparative report prepared for management Team

Effective Recruitment/ Retention	Action	Dates	Corporate Aims	Lead Officer	Resources Required	Performance measure
	Improve image of Council as an employer of choice (A)	11/06	Links to all corporate aims of the Council	I Jones	Potential investment in marketing material	Survey of staff and potential applicants 85% satisfaction
	Attendance management - develop appropriate action plans (R)	09/06		I Jones	Employee time to research and develop protocols	Develop protocols as a result of review 10/06 Achieve BPVI absence target at upper quartile level 04/07
	Diversity Action Plan developed (A)	06/06		I Jones T Habu	Employee time to research and potential resources dedicated to programme	Action plan developed and agreed
	Review pilot Work Experience Programme (A)	07/06 05/07		I Jones A Cranney I Jones A Cranney	Employee time and marketing budget spent on developments	Report produced 90% participant satisfaction Performance review of programme 95% participant satisfaction



Pay and Reward	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance Measure
Job Evaluation	Complete Job Evaluation Project (A)	08/06	Links to all corporate aims of the Council	I Jones	Employee, trade union, management and Job Analyst time/salary	Single Status process completed and implemented by 31 March 2007
	Carry out pay modelling process (R )	09/06		I Jones		
	Implement Single Status for employees of the Council (R )	31/07		I Jones		
Employees Survey	Undertake employee survey and analyse findings to produce action plan for improvement (A)	07/06	Links to all corporate aims of the Council	I Jones	Cost of survey from corporate budget and employee time	Survey completed and action plan developed
		11/07		I Jones		

Partnership Working	Action	Dates	Corporate Aims	Lead Officer	Resources	Performance Measure
Develop effective partnership working with providers	Derwentside Homes - creation of new trust and transfer of staff etc. (A)	11/06	Links to all corporate aims of the Council	S Melvin A Smith	Employee time and consultancy fees	Project completed and required outcomes achieved within timescales
	Derwentside Leisure - creation of new trust and transfer of staff etc. (A)	12/06		S Howell	Employee time and consultancy fees	Project completed and required outcomes achieved within timescales
	DurhamNet - creation of partnership (A)	09/06		A Hodgson A Smith	Employee time and consultancy fees	Project completed and required outcomes achieved within timescales
	Printing creation of partnership (A)	??????		G Elliott	Employee time and staffing costs	Project completed and required outcomes achieved within timescales
	Procurement Partnership – Chester-le-Street (G)	04/06		J Pearson	Employee time, staffing costs from £10,000 charge for service	Project completed and required outcomes achieved within timescales
	Local Concordat (G)	01/06		M Clark	Employee time	Project plan agreed and timescales established